



**National
Transportation
Safety Board**

Leadership: The underpinning of teamwork

Robert L. Sumwalt, III

What is Leadership?

“Leadership is about influence.
Nothing more. Nothing less.”

- John Maxwell



Failed Leadership

“the flight crewmembers’ failure to perform the flight control check before takeoff, their attempt to take off with the gust lock system engaged

...the flight crew’s habitual noncompliance with checklists...”



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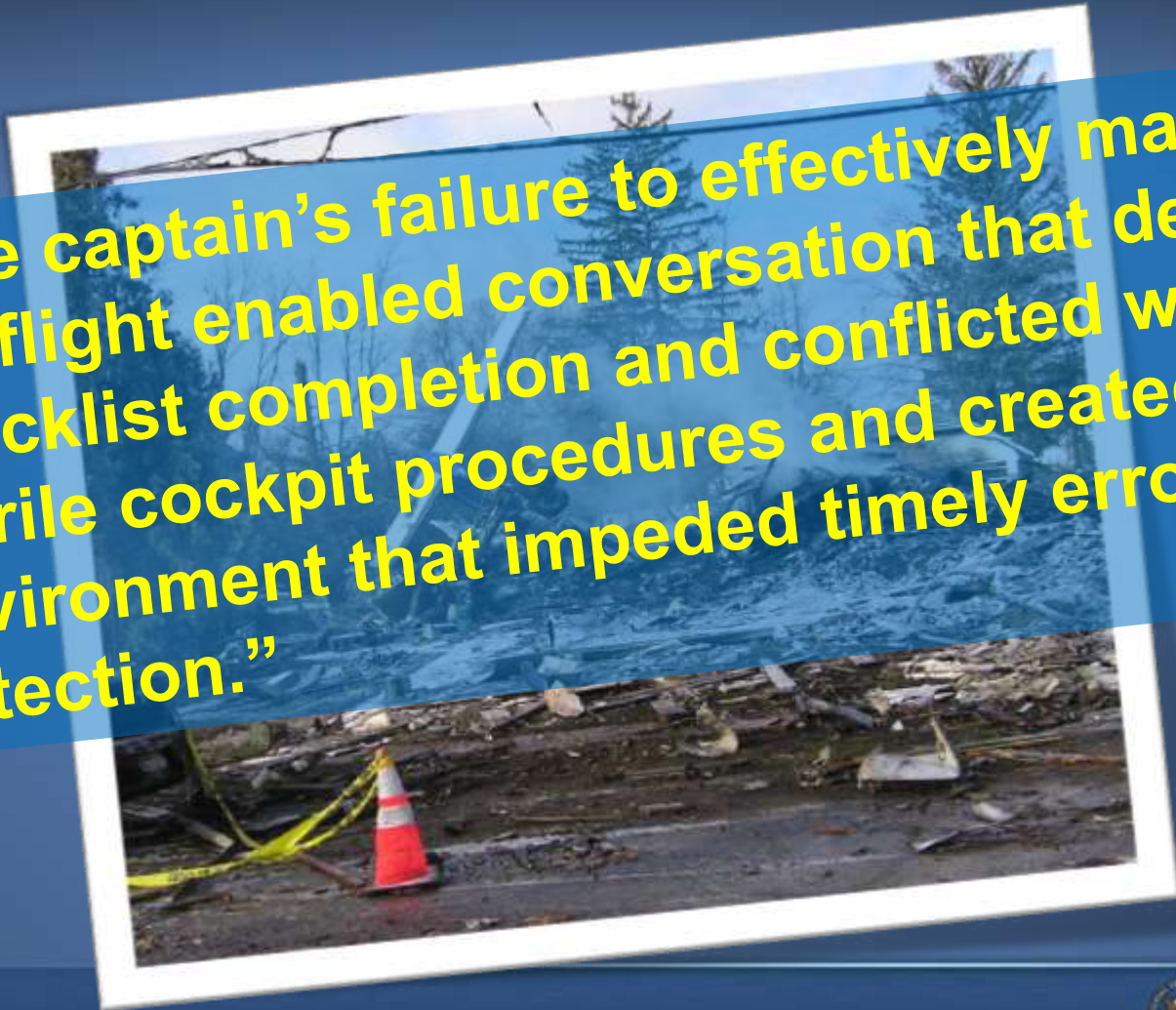
Failed Leadership

“The flight crew’s noncompliance with standard operating procedures, including ... both pilots’ nonpertinent conversation, most likely created an atmosphere in the cockpit that enabled the crew’s errors.”



Failed Leadership

“The captain’s failure to effectively manage the flight enabled conversation that delayed checklist completion and conflicted with sterile cockpit procedures and created an environment that impeded timely error detection.”

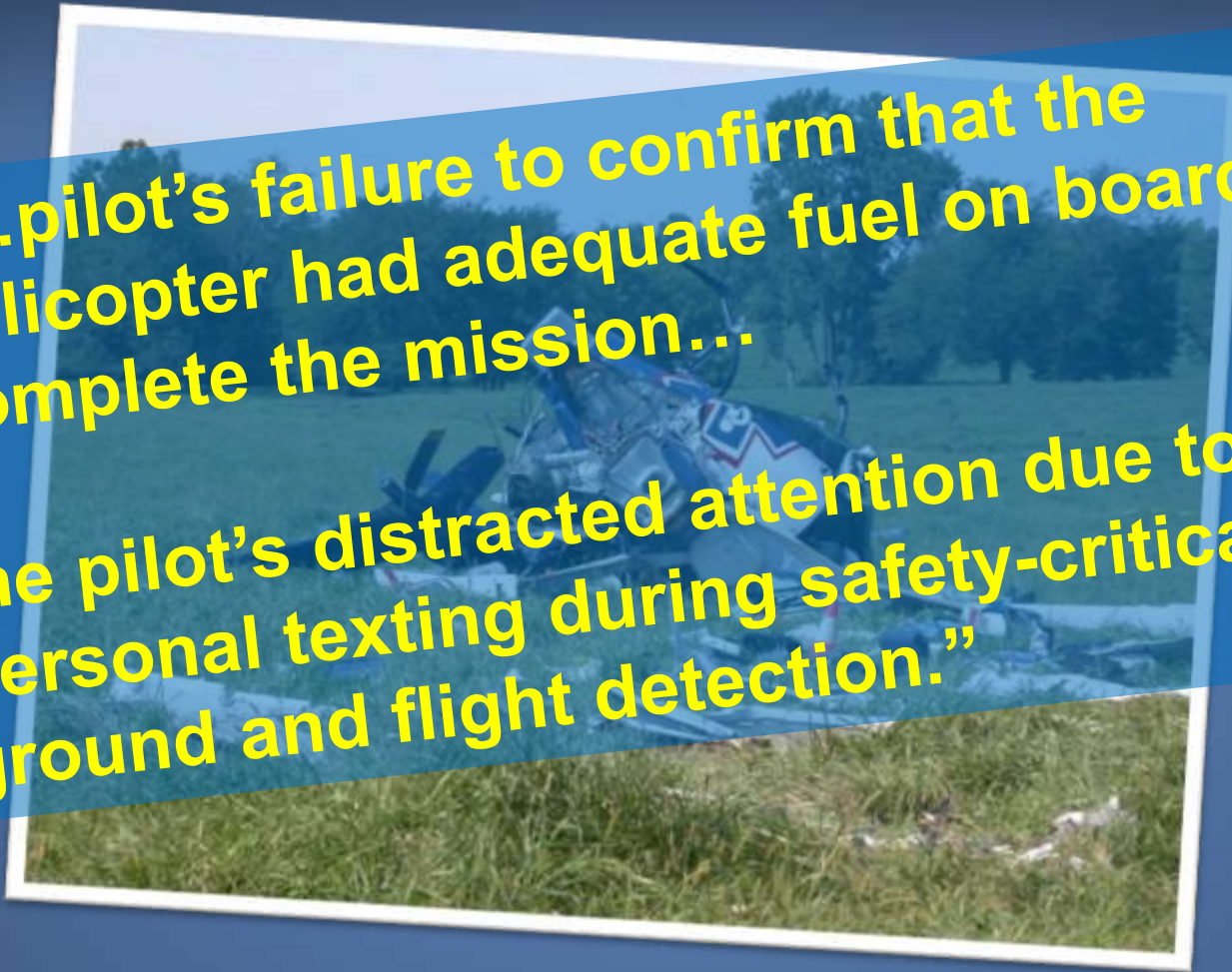


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Failed Leadership

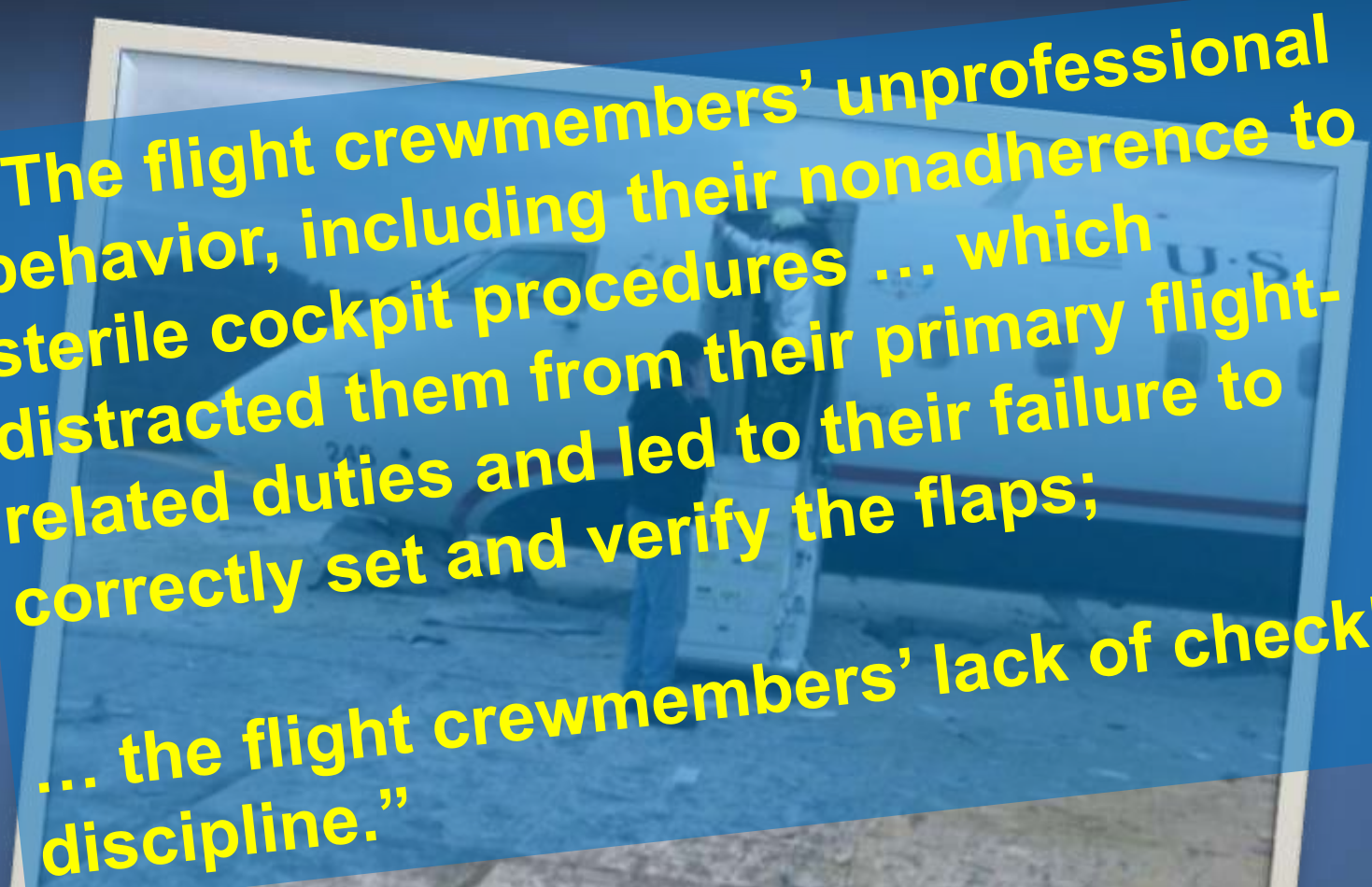
“...pilot’s failure to confirm that the helicopter had adequate fuel on board to complete the mission...”

the pilot’s distracted attention due to personal texting during safety-critical ground and flight detection.”



Failed Leadership

“The flight crewmembers’ unprofessional behavior, including their nonadherence to sterile cockpit procedures ... which distracted them from their primary flight-related duties and led to their failure to correctly set and verify the flaps; ... the flight crewmembers’ lack of checklist discipline.”

A photograph of an aircraft on a tarmac, viewed from a low angle. The aircraft is white with blue and red stripes. A person is visible near the tail of the plane. The image is partially obscured by a blue overlay containing text.


Failed Leadership

A photograph of a small, dark aircraft on a runway, with a blue text box overlaid on it. The text box contains the following text:

“the pilots’ unprofessional behavior, deviation from standard operating procedures, and poor airmanship, which resulted in an in-flight emergency from which they were unable to recover.”



Failed Leadership

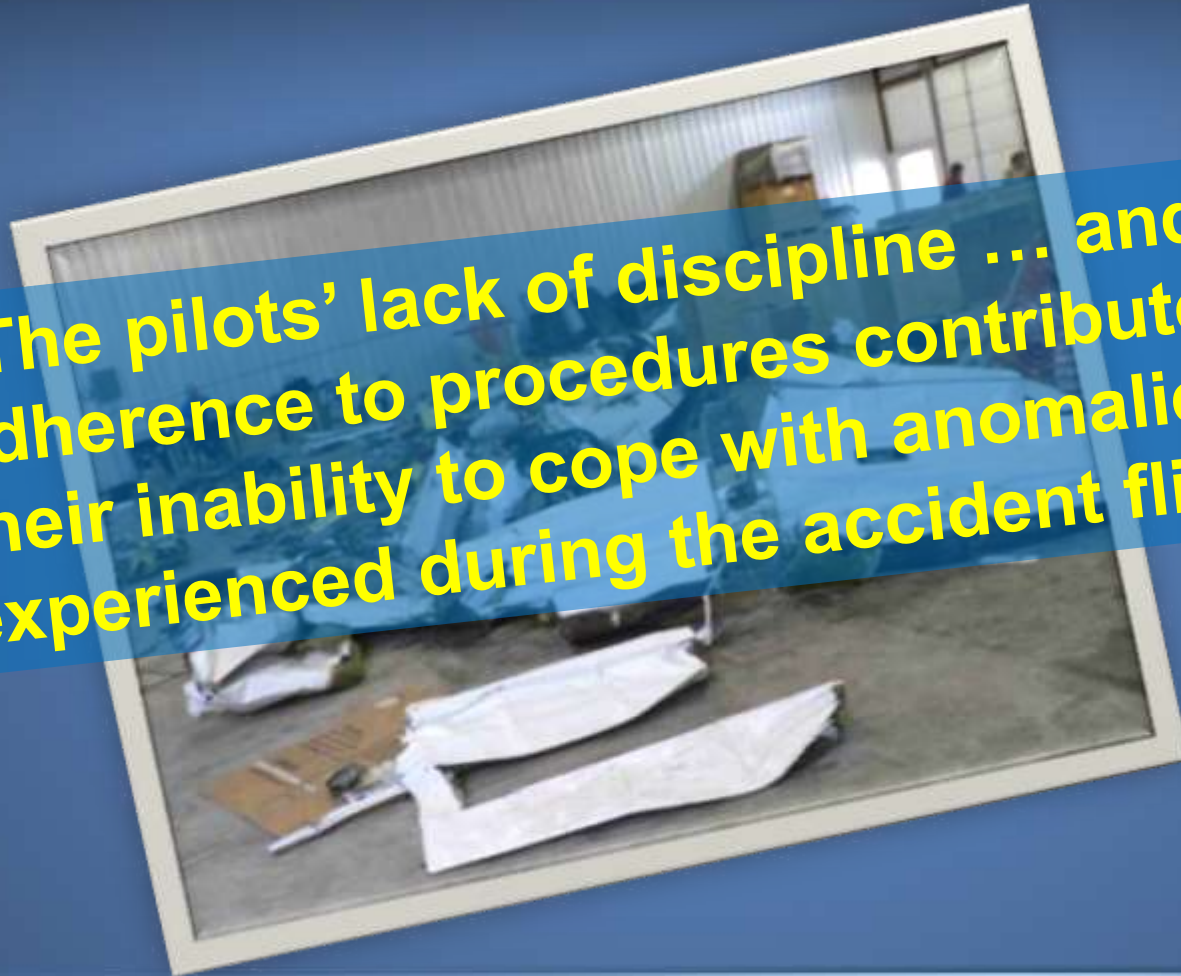


“The pilots’ failure ... was symptomatic of poor airmanship and a broader pattern of deficiencies in their crew resource management skills (specifically in the areas of leadership, workload management, communications/briefings, and crew coordination) ...”



Failed Leadership

“The pilots’ lack of discipline ... and adherence to procedures contributed to their inability to cope with anomalies experienced during the accident flight.”



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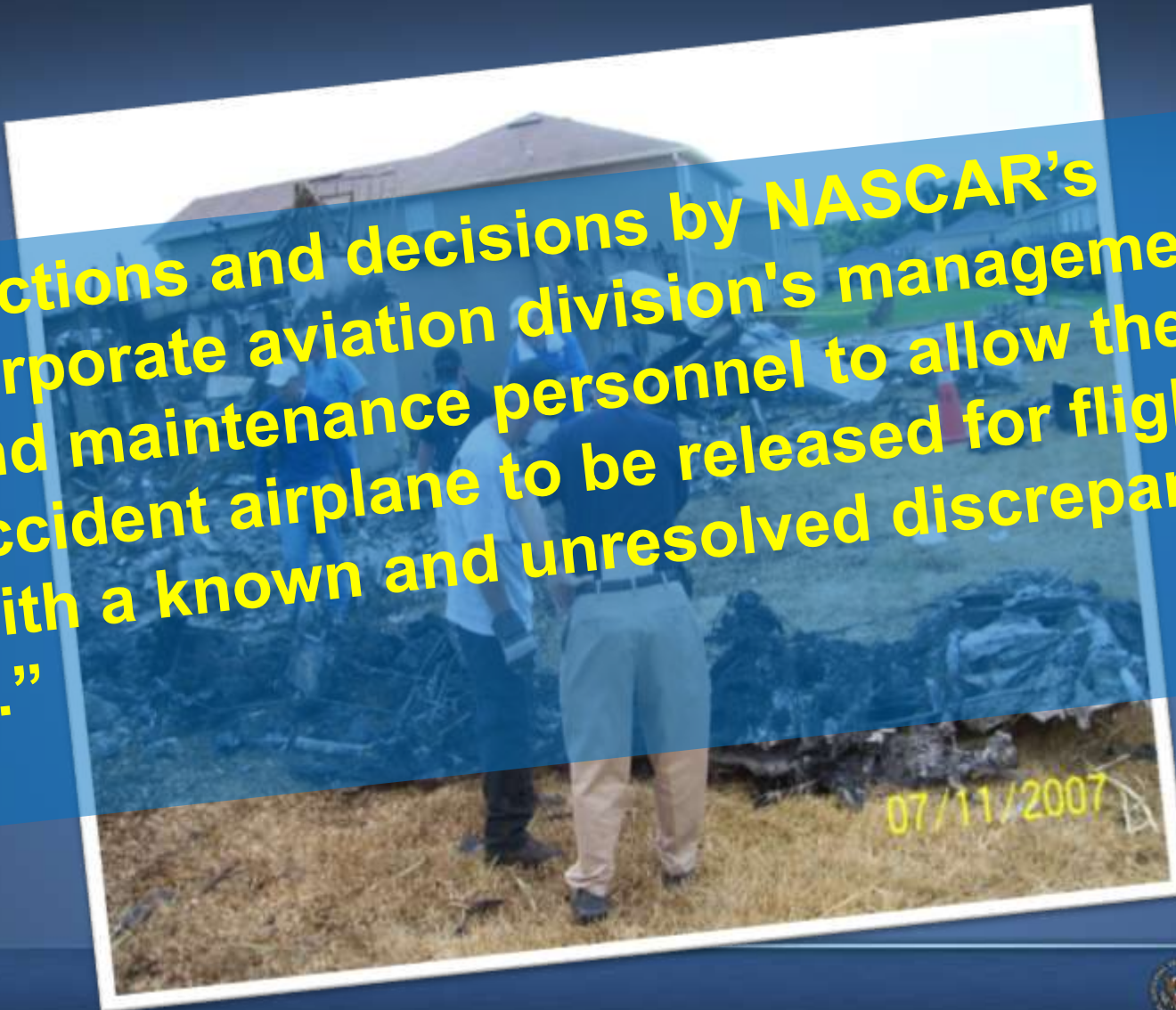
Failed Leadership

“Marlin Air’s selection of the accident captain (who routinely failed to comply with procedures and regulations) to the positions of company chief pilot and check airman, with responsibility for supervision and training of all company pilots, contributed to an inadequate company safety culture ...”



Failed Leadership

“Actions and decisions by NASCAR’s corporate aviation division’s management and maintenance personnel to allow the accident airplane to be released for flight with a known and unresolved discrepancy, ...”



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Failed Leadership



“Contributing to the accident was an organizational culture that prioritized mission execution over aviation safety...”



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A common thread woven between these crashes is a failure of leadership at some level.

Sometimes the leadership failure is at the management level and sometimes the leadership failure is in the cockpit.



Robert's 1st Essential Leadership Trait:

**LEADERS CREATE A VISION
AND LIVE THEIR VALUES**



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“Good business leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion.”

- Jack Welch



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"The Vision"



Provide significant value to SCANA by being a World Class aviation department offering safe, reliable, efficient and professional air transportation service.



The Leader's Role

- As a leader, your role is to ensure that your organization has safety as a core value and then, most importantly, you do everything you can to live those values.



SURGEON GENERAL'S WARNING:
Smoking Causes Lung Cancer,
Heart Disease, Emphysema, And
May Complicate Pregnancy.



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CVS Stops Tobacco Sales

Tobacco Announcement by President and CEO Larry Merlo

This move will cost CVS an estimated
\$2 BILLION in revenue

“The sale of tobacco products is inconsistent with our purpose – helping people on their path to better health.”

- Larry J. Merlo, CEO, CVS Health



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“This move is clearly in-line with their stated purpose and values, a move we don’t see often enough today in corporate America. Relying on a strong foundation of values is often what sets market leaders apart from the pack.”

- Michael Woody, Ph.D. for Fox Business



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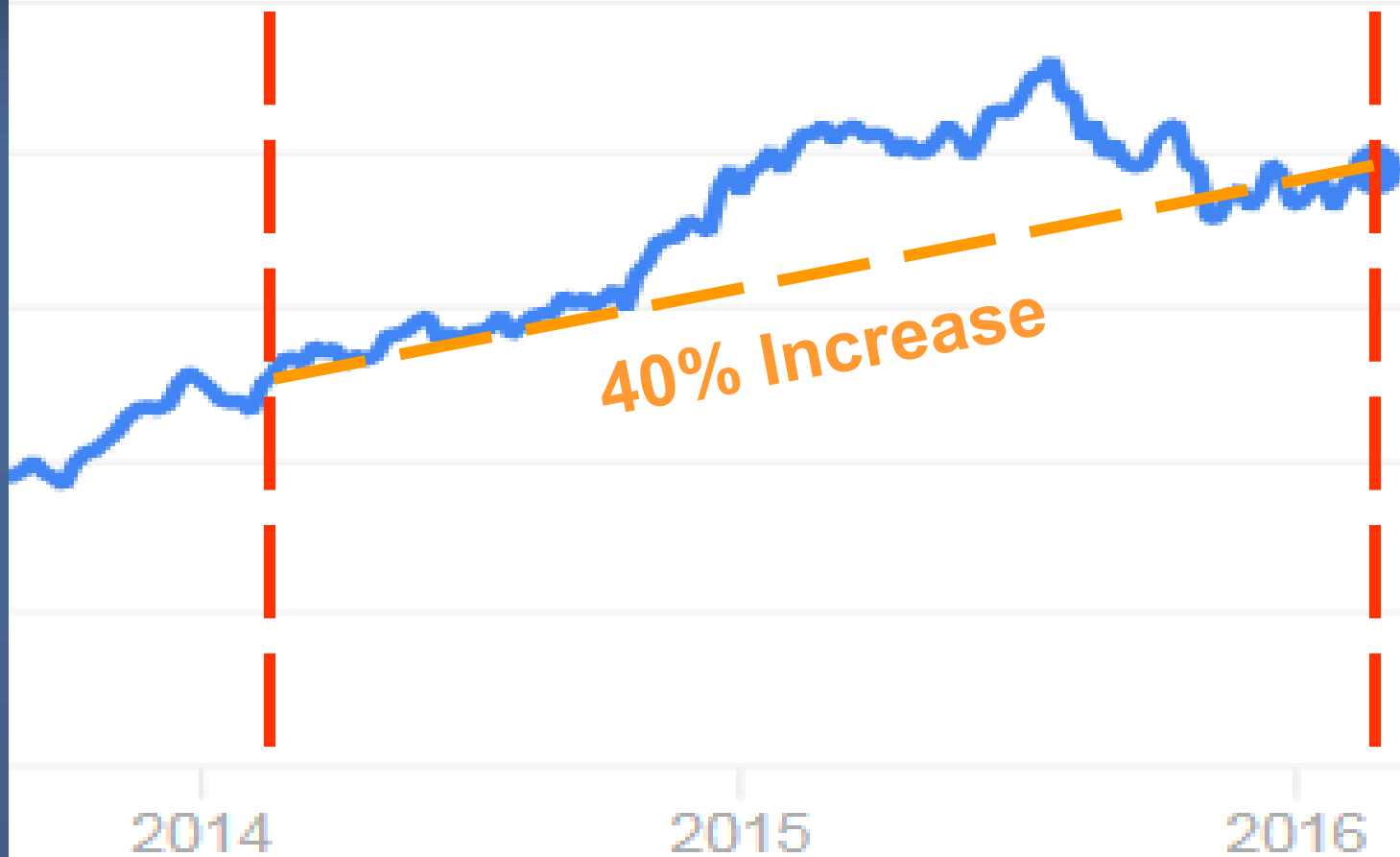
“Think of values as the core guiding principles that act as the foundation of your organization. These principles should guide every decision and serve as your fallback in times of uncertainty.”

- Michael Woody, Ph.D. for Fox Business

CVS Health Corp

Feb 7, 2014
\$66.44

Feb 5, 2016
\$93.10



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Robert's 2nd Essential Leadership Trait:

LEADERS FOCUS ON THE TEAM



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The performance of the team – good or bad – is directly related to the effectiveness of its leader.



"Effective teamwork doesn't just happen—it takes effort by everyone, but especially by the leader."

Dr Robert Ginnett



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Servant Leadership

Effective leaders realize their role is to support those who work on their team.



What would a servant leader do?

A flightcrew calls the aviation department manager from the air phone and says they are running late due to ATC delays.

They will be very tight on time before their next departure and won't have time to eat.



What would a servant leader do?

A). “That okay. Judging from that belly of yours, you really could stand to skip a meal.”

B). “I’ll run up to the corner deli and grab some sandwiches for you. What would you like?”

C). “If you have to delay the departure to Atlanta, that’s okay.”

D). “I’m the aviation department manager. This is your problem. Perhaps you should have thought of this yourself.”



Robert's 3rd Essential Leadership Trait:

**LEADERS HAVE COURAGE
AND ARE FAIR**



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“Leaders have the courage to stand alone.”

- Hon. Andy Card
Former Sec. of Transportation
Former White House Chief of Staff



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Highly Effective Leaders

- Can be counted on to stand up for their employees and support them when they are right.



Fair and Just

- Employees know they will be treated fairly.
 - If you are trying to do the right thing and commit an error, you will not be punished or ridiculed.
 - If you act recklessly or take deliberate and unjustifiable risks, you can expect consequences.



Robert's 4th Essential Leadership Trait:

**LEADERS POSITIVELY
INFLUENCE SAFETY**



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How leaders influence safety

“The safety behaviors and attitudes of individuals are influenced by their perceptions and expectations about safety in their work environment, and they pattern their safety behaviors to meet demonstrated priorities of organizational leaders, regardless of stated policies.”

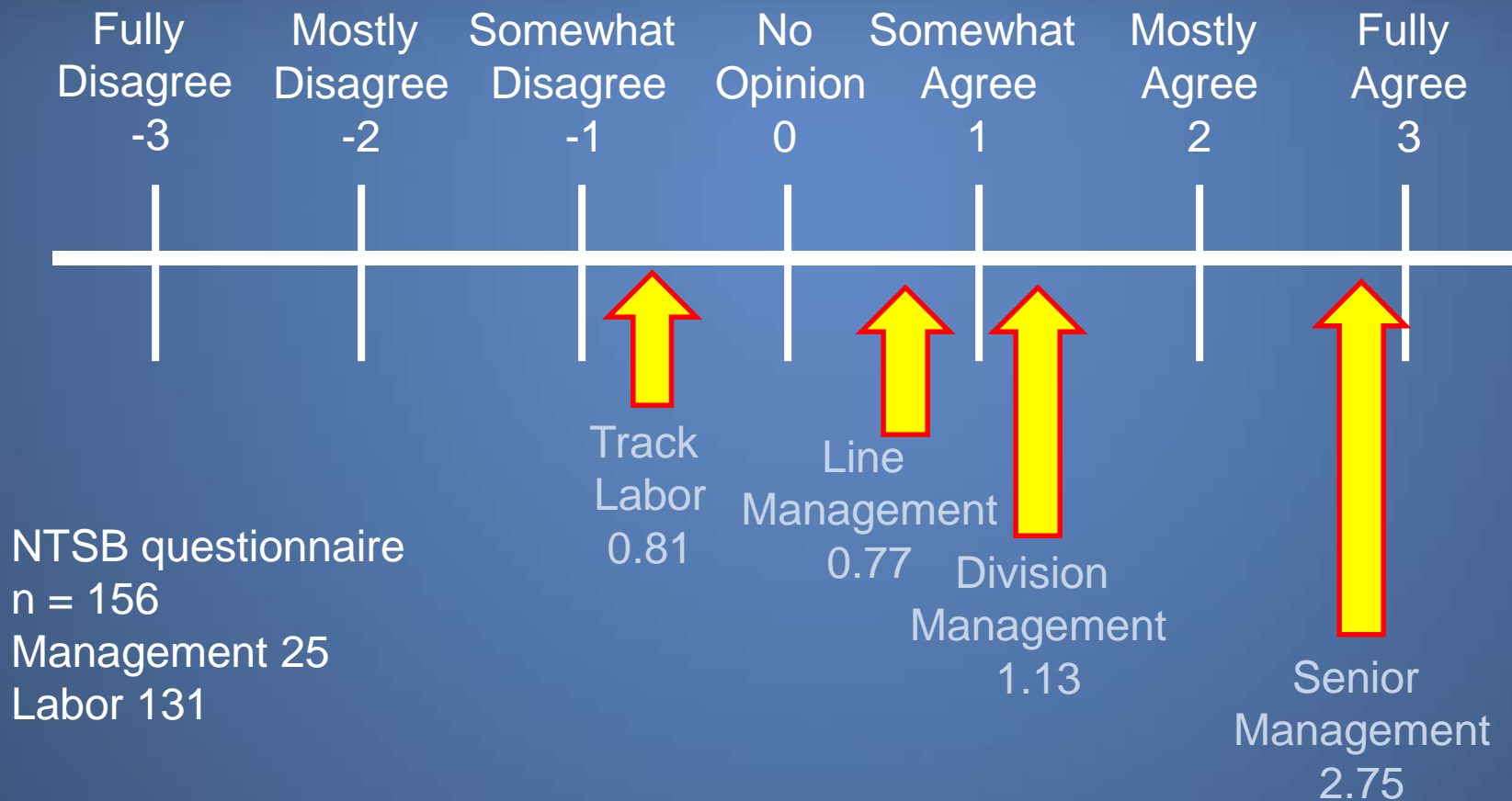
- Dov Zohar, as cited in NTSB accident report

Metro-North Railroad



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Metro North management is committed to workplace safety and participates regularly in safety events.



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Management does not pressure staff to maintain service or operations, potentially at cost of safety.





National Transportation Safety Board